

Los Alamos National Laboratory

Facilities and Waste Operations - Distributed Facilities

Organizational Overview

Basic Organizational Description: Los Alamos National Laboratory (LANL) is owned by the US Department of Energy (DOE) and operated under contract by the University of California (UC). Established in 1943 as part of the Manhattan Project, LANL's original mission was to design, develop, and test nuclear weapons. As technologies, US priorities, and the world community have changed, LANL's mission has broadened to enhancing global security by ensuring safety and confidence in the U.S. nuclear weapons stockpile, developing technical solutions to reduce the threat of weapons of mass destruction, and improving the environmental and nuclear materials legacy of the Cold War. In addition, the Laboratory applies its scientific and engineering capabilities to assist the nation in addressing energy, environment, infrastructure, and biological security problems.

In FY99 LANL employed approximately 10,200 workers divided among 45 division and program offices, including the Facility and Waste Operations (FWO) Division. FWO Division is a diverse organization employing approximately 330 workers (roughly 3.2% of the LANL workforce) at numerous sites across LANL's 43 square miles of land area. The division consists of ten groups, organized along functional/service lines, as Figure 0-1 shows. Within FWO Division, the Diversified Facilities Group (FWO-DF) employs 21 workers and oversees operation and maintenance of more than 400 LANL buildings and structures. Figure 0-2 shows the organization of FWO-DF.

Figure 0-3 shows the mission statement of FWO Division, and Figure 0-4 presents the mission of FWO-DF. The vision for FWO-DF flows from FWO Division. Figure 0-5 presents the vision statement, which is supported by all groups and subunits.

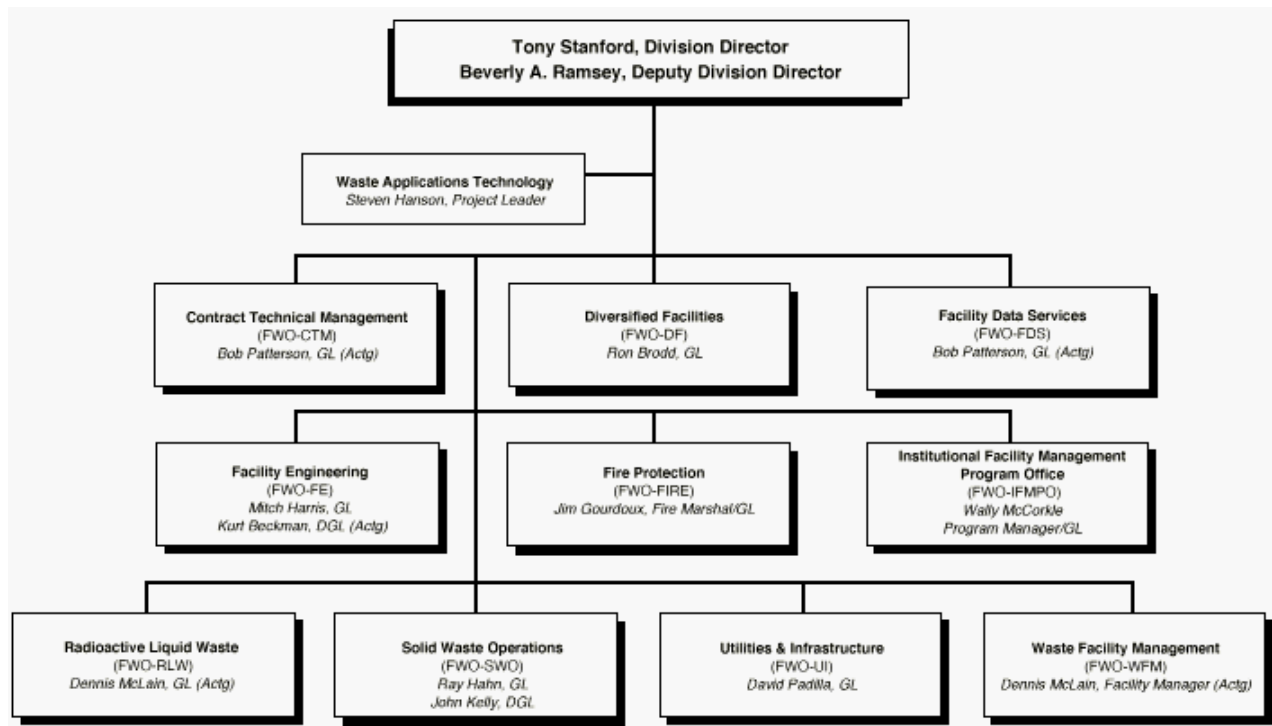


Figure 0-1. FWO Division organizational chart.

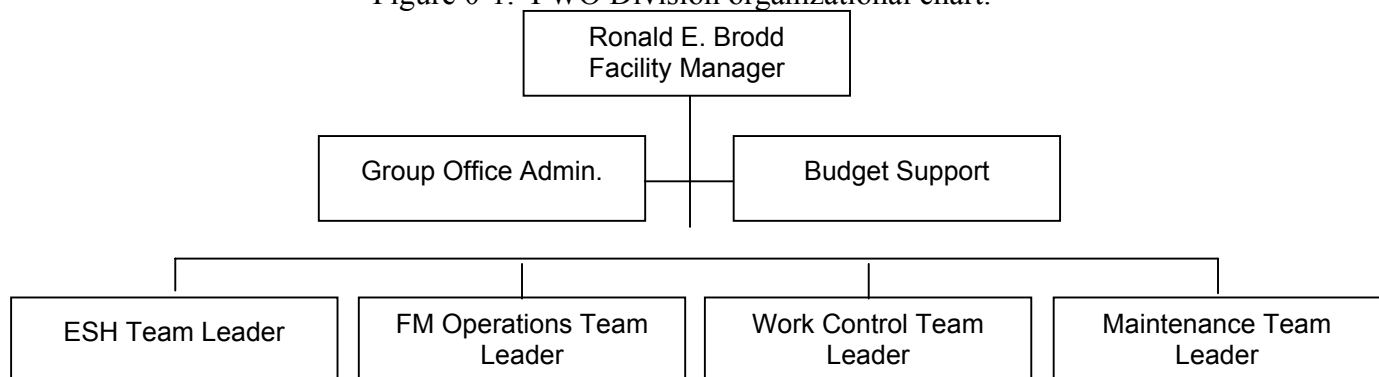


Figure 0-2. FWO-DF organizational chart.

Overall LANL funding for FY99 was \$1.45 billion. Of that amount, \$6.9 million was the designated budget for FWO-DF. FWO-DF thus was responsible for approximately only 0.5% of total LANL FY99 spending.

FWO-DF personnel oversee a variety of facilities including LANL's main warehouse, several shops, several fire stations, the LANL Wellness Center and

the Occupational Medicine Building, a compressed gas facility, and some leased space in downtown Los Alamos. FWO-DF

FWO's primary mission is to provide support services to the Laboratory's infrastructure requirements in order to

enhance the Laboratory's ability to accomplish its objectives.

Figure 0-3. The FWO Division mission.

The FWO-DF mission is to support the programmatic goals of the personnel residing in the facilities by:

- managing the physical plants,
- developing and implementing a comprehensive safety envelope for each facility,
- ensuring that facility operations and programs are in compliance with all regulations, and

Figure 0-4. The FWO-DF mission. is also responsible for two major buildings at LANL's main technical area: the Otowi Building, which houses 650 occupants and LANL's main cafeteria, and the main LANL administration building with 1100 occupants. Both buildings are used primarily for typical administrative office space. In addition to regular tenants, the buildings have thousands of visitors daily.

Federal regulatory agencies with oversight for various LANL operations include EPA, DOE, and OSHA. The New Mexico Environment Department also monitors and regulates LANL activities. Because most FWO-DF employees work in and oversee activities in a typical administrative office environment, in day-to-day operations OSHA requirements related to employee safety and health are most applicable.

Customer and Interested Party Requirements. FWO-DF has identified two broad groups of major customers—internal and external.

Figure 0-6 summarizes customer groups and expectations.

Internal customers, divided into three sections, have roughly the same requirements. Individual employees who work in the

To develop, manage, and maintain LANL facilities, utilities, and grounds in accordance with LANL's mission.

To conduct all operations and support activities such that risks (to the employees, the public, and the environment) are minimized and managed.

Figure 0-5. The FWO Division vision. structures managed by FWO-DF all expect a safe and healthy office environment. Managers of teams, groups, and divisions housed in the structures, as well as LANL senior management, similarly expect that the buildings will be maintained in a safe, comfortable, healthy, and otherwise functional state so that LANL employees can safely complete work requirements.

External stakeholders include DOE, which owns the facilities and pays for operation and upkeep, and UC, which manages the site for DOE. Another group of external customers includes environmental regulators. Finally, the surrounding pueblos and communities constitute another group of external stakeholders. These people, whose family members may work at LANL and who share the local environment with the Laboratory, expect the organization to practice and promote sound environmental policies.

One group of customers—visitors—includes both internal LANL personnel and members of the public. External visitors may be sales representatives, tourists, cafeteria customers,

or visiting dignitaries. (President Clinton visited twice.)

In addition to regulatory expectations, LANL operations—including FWO-DF performance—

Customer Segment	Key Requirements	Determined By
Internal Customers <ul style="list-style-type: none"> • Employees • Team, group, division leaders • LANL senior management • Visitors 	<ul style="list-style-type: none"> • Maintain a safe, healthy work environment • Help LANL meet key environmental goals 	<ul style="list-style-type: none"> • Appendix F • LANL Goals
External Stakeholders <ul style="list-style-type: none"> • DOE • UC • Regulators • General public • Visitors 	<ul style="list-style-type: none"> • Help LANL meet key environmental goals • Maintain a safe, healthy work environment 	<ul style="list-style-type: none"> • Appendix F • DOE Orders • OSHA Requirements

Figure 0-6. FM Operations key customer segments and requirements related to environment.

are shaped and evaluated by contractual requirements negotiated by DOE, UC, and LANL. These requirements, revised annually, are contained in Appendix F of the operating contract and provide a broad range of specific goals, measures, and evaluation criteria. Appendix F serves as a key method of determining both customer expectations and organizational performance. Both DOE and UC evaluate LANL based on Appendix F measures that specifically address waste minimization, pollution prevention, and resource utilization. In addition, DOE and UC evaluate overall LANL performance—to which FWO-DF contributes—on other environmental components of Appendix F. Category 3 provides a more comprehensive explanation of the Appendix F process.

In addition to the measures included in Appendix F, FWO-DF uses a variety of

LANL institutional systems to structure group operations. LANL's Integrated Safety Management (ISM) Program, in its broadest definition, serves as a basis for the institution's environmental management system (see Category 1). LANL's Performance Management System (see Category 5) helps leaders establish clear performance expectations for employees and ensure those expectations are aligned with organizational goals and values. LANL mechanisms such as the annual Employee Checkpoint Survey and the Upward Appraisal Program (see Category 5) also allow managers to evaluate customer/stakeholder satisfaction with group performance.

Supplier and P2-Partnering Relationships: FWO-DF interacts with vendors on the basis of environmental concerns in a limited scope. LANL financial policies require that product/service purchases be coordinated through LANL's Business Operations (BUS) Division. BUS Division also evaluates the overall performance of suppliers. Routine products, such as office supplies, are approved by LANL and conform to any applicable environmental provisions, such as recycled content.

Leadership

1.1 Organizational Leadership

The leadership system that supports environmental excellence in FWO-DF begins with the director of LANL who, in 1998, issued a vision for LANL that included zero environmental incidents. Figure 1-1 shows the "six zeros" which constitute LANL's highest-level goals. A comprehensive,

proactive, ethics-based system cascades down from these leadership goals.

FWO-DF has been working to establish processes and behaviors to achieve the zero-waste goals. The system begins with the FWO Division vision (identified in the Overview)

The planning process (see Category 2) used by managers employs a line-of-sight process from high-level organizational goals to individual performance expectations. Using LANL's Performance Management System (See Category 5), managers work cooperatively with employees to identify how each individual in the program is expected to contribute to the vision. Managers emphasize safety and environmental responsibility at biweekly group meetings. Each session includes a discussion of safety, and managers frequently show a safety short, a five-minute safety-related training video.

An integrating framework that FM Operations and LANL overall use as an environmental management system is ISM. The broad definition of "safety" encompasses all aspects of environment, safety, and health—including

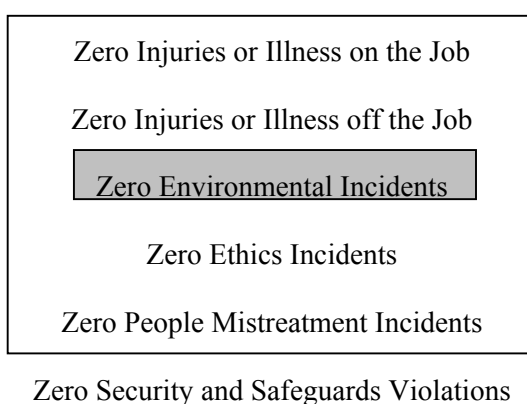


Figure 1-1. LANL's "six zeros" goals. pollution prevention and waste minimization. The term "integrated" is used to indicate that the safety management system is a normal and natural element of the performance of work;

safety isn't a workplace addition, it is how we do business. ISM supports LANL's goal "to accomplish its mission cost-effectively while striving for an injury-free workplace, minimizing waste streams and avoiding adverse impacts to the environment from its operations." ISM implementation is a major emphasis at LANL, and senior leaders formally review progress toward full implementation on a quarterly basis.

FWO-DF's management system is based on frequent and open communication. The team meets biweekly to discuss project progress and issues. Project leaders review action plans for all projects to ensure work is being completed as scheduled and budgeted or to determine necessary adjustments to the plans.

LANL employs an institutional program in which senior leaders conduct regular management walkarounds. These informal reviews allow leaders to observe working conditions throughout their areas of responsibility, to talk informally with employees, and to note potential areas for improvement. LANL has created nine categories of guidance cards, including environmental protection, that provide suggestions on the types of observations managers should make during walkarounds.

Information regarding organizational goals and current progress cascades to individual employees through the management structure. In addition to the biweekly group meetings already mentioned, group members may also access the FWO Division web site, which has a wide range of available information for employees, customers, and stakeholders. One key part of the web site includes safety resources (see Fig. 1-2).

FWO-DF members have minimal formal interaction with the public related to environmental issues. LANL has designated

organizations, such as the Community Relations and Public Affairs Offices, to

routinely handle interactions with the public.



Figure 1-2. The FWO Division web safety page.

Presentations, discussions, and workshops specifically focused on environmental issues are typically coordinated through LANL's Environment, Safety and Health (ESH) Division or the Environmental Science and Waste Technology Division. Other community interactions take place through the integrated outreach programs of LANL.

FWO-DF's environmental accomplishments were presented in a poster session at the 1999 DOE Pollution Prevention Conference in Albuquerque, New Mexico. Also, the LANL daily electronic newspaper, the *Newsbulletin*, featured results of the group's pollution prevention initiatives in a story on February 16, 2000. These types of information sharing are open to stakeholders both within and outside LANL.

2. Planning for Continuous Environmental Improvement

LANL has developed and uses as a guiding blueprint a strategic plan for the next five years. The current LANL strategic plan (available online to both the public and LANL employees) sets out major programmatic objectives and strategies. It also identifies environmental objectives related to most LANL major goals. In addition, a major objective of demonstrating operational excellence in all activities specifically calls out the following strategies:

- Achieve measurable improvements in safety and environmental stewardship through full implementation of ISM [which includes pollution prevention] throughout LANL.
- Manage wastes and hazardous legacy materials effectively and accept the challenge

of minimizing the generation of hazardous wastes in the future, with a long-term direction toward zero emissions.

Each year LANL also produces an institutional plan, a five-year perspective on LANL operations. This document (available online to the public and to employees) identifies strategic requirements for LANL organizational units, including those related to facilities; summarizes strategic, tactical, and programmatic plans; and helps ensure the integration of LANL activities with DOE priorities. Based on LANL strategic directions and DOE requirements, FWO Division then develops its own goals, priorities, and plans. Group management provides input to division management, indicating what projects it hopes to accomplish in the coming year and what input it will require from senior leaders to realize those goals. FWO Division then manages its groups through an integrated planning and scheduling process that includes monthly reviews of group performance.

Performance requirements for each individual FWO-DF employee are aligned with organizational performance expectations. As discussed in Category 5, objectives for each employee are designed to ensure that the organizational objectives are met and that the employee has a clear view of how his or her work requirements contribute to the success of the entire organization.

FWO Division also develops an annual implementation strategy for ISM, focusing on how to involve all employees in making this program a routine part of all operations. FWO-DF contributes to and is involved in development of ISM strategy.

FWO-DF managers and employees recognize that inefficiency leads to waste, and there is an ongoing effort to improve operations. These improvement efforts include action plans, which are regularly reported to management and tracked for successful completion. Involvement in the Green Zia Environmental Excellence Program and related pilot projects has led to an increased awareness of environmental concerns across the organization.

3. Customer, Supplier and Others Involvement

Just as frequent and open communication marks FWO-DF's internal management practices, so does it characterize interactions with customers and stakeholders. The group is highly conscious of the need to fully involve all affected parties in seeking to improve the efficiency of work and demonstrating a sustainability ethic in daily operations.

The performance measures found in Appendix F of UC's operating contract provide clear expectations, increase accountability, and improve customer relations by addressing performance issues that concern DOE. Hence, Appendix F serves as a major vehicle for determining customer requirements and performance levels for both FWO Division's customer segments and FWO-DF's customers.

Appendix F contains approximately one hundred specific performance measures and associated goals in ten functional areas for operations and administration. One entire section of Appendix F relates specifically to facility management issues. These measures demand a major focus of FWO Division and FWO-DF activities. FWO-DF performance is also indirectly included in several of the Appendix F measures related to environmental excellence that fall within the functional area of environment, safety, and health. These environmental measures reflect the group's

contribution to overall LANL environmental achievement. Category 4 provides more details about specific Appendix F measures.

The negotiation steps for Appendix F measures, the process to set priorities, the improvement steps, and the resulting evaluations (see Fig. 3-1) all help focus FWO-DF resources on key business processes and improve operational quality. Appendix F requires an annual self-assessment and evaluation by both UC and DOE, but LANL senior leaders also meet

quarterly with UC and DOE representatives to discuss current progress against goals and to identify any issues. The regular and frequent interaction helps prevent surprises, mitigate problems, and create a cooperative rather than an adversarial atmosphere.

FWO-DF interacts with its customer segments in a variety of other ways as well.

- For the past three years, facility managers have gathered customer input through online surveys.

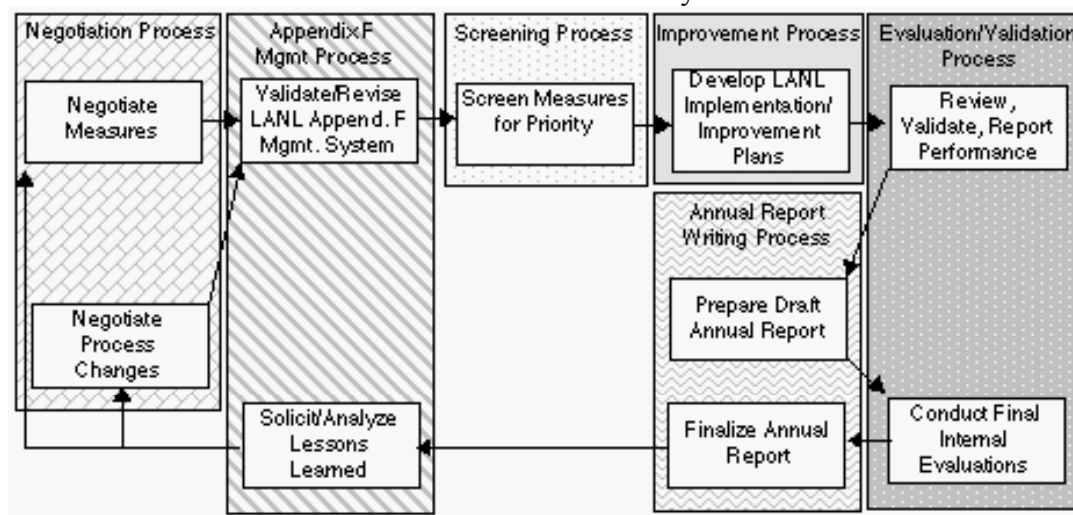


Fig. 3-1. LANL Appendix F Process (18-month continuous cycle.)

- Informal walkarounds provide opportunities for customer contact.
- The group provides feedback forms for customers for whom FWO-DF completes projects.
- Audits provide interaction with regulatory stakeholders.
- Tenant input through LANL's Safety Concern System makes facility managers aware of issues and concerns.

For employee feedback, FWO-DF leaders rely on two LANL programs, the annual Employee Checkpoint Survey and the Upward Appraisal Program (see Category 5). The survey

monitors employee perspectives and contains standard types of questions in general categories including safety, productivity, and customer focus. The structure of the survey allows managers to perform comparisons with other operational divisions within LANL and also with other companies. For the past four years LANL has also used an annual Upward Appraisal Program, which allows employees to provide direct feedback to managers regarding the supervisors' behavior and ability in areas such as environment, safety and health; communication; and accountability. FWO-DF leaders review the information from these instruments and use it to help establish

goals and corrective actions. Finally, informal management walkarounds provide an opportunity for managers and employees to interact informally and to jointly review safety and environmental issues in the workplace.

To monitor public perception, LANL and FWO rely on a quarterly survey of public opinion, which LANL has conducted since 1990. The resulting reports profile New Mexico residents' views and identify results from specific geographic areas around the state. In addition to asking about general perceptions of LANL, the survey specifically asks respondents their opinion of LANL's environmental responsibility.

Most opportunities to interact with vendors on the basis of environmental concerns are limited. In addition, LANL financial policies require that most product/service purchases be coordinated through LANL's BUS Division. BUS Division also evaluates the overall performance of suppliers. Within its limited sphere of interaction with suppliers, FWO-DF does, however, employ several environmental considerations. For example, the group is beginning to consider ways to encourage contract janitorial services to use "green" cleaning products and avoid hazardous chemicals.

One of FWO-DF's methods of communicating and involving other interested parties is through participation in the New Mexico Green Zia Environmental Excellence Program. The Green Zia Program is a state-wide initiative designed to encourage businesses to focus on pollution prevention as a economic business advantage.

Since June of 1999 the FM Operations team has been a participant in a LANL Green Zia pilot project aimed at reducing waste generation and resource consumption in a typical administrative office environment.

Working with LANL's BUS Division, the Human Resources (HR) Division, and the Environmental Stewardship Office (ESO), facility managers have begun looking at operations in the Otowi Building. The project affects over 600 building occupants and involves a wide variety of stakeholders who are identifying wastes generated and resources consumed, determining existing baseline performance information, setting priorities for potential areas for improvement, and then developing and implementing improvement action plans. The project is producing specific, measurable results for actions designed to reduce waste, to lower consumption of resources, and to increase operational efficiency. In addition, the project is generating other less tangible but equally positive benefits. For example, the project allows all employees to become involved in pollution prevention and contribute to activities with measurable results. The project is also broadening the support base for the creation of LANL's pollution-prevention culture. In addition to producing short-term gains, the project is also setting the stage for longer-term improvements. Within the next few years the three-story Otowi building's approximately 75,000 square feet of carpeting and tons of metal flooring supports may be replaced. Participants in the Green Zia pilot program are encouraging LANL to install recycled carpeting and recycle the old carpeting and metal supports, which will have a significant positive impact on waste minimization.

4. Information and Analysis

The Appendix F Process (see Category 3) is a key performance indicator of contractual requirements and also a measure of customer satisfaction. Managers monitor progress related to performance goals and use that information to develop and/or modify operational plans and to identify areas for

improvement. Many of the Appendix F measures relate specifically to facilities management. Many more measures evaluate total LANL performance in environmental arenas. Because the measures include all aspects of LANL operations, FWO-DF performance contributes to the ultimate evaluation score. Table 4-I identifies the measures for which the group contributes to overall LANL environmental achievement.

LANL senior leaders also monitor progress toward full implementation of ISM (see Category 1). The ISM Project Office has established a detailed implementation schedule and monitors all portions of LANL, including FWO-DF, to ensure that milestones are achieved and that performance goals are met. A DOE audit of ISM in the fall of 1999 indicated that implementation is on track and that LANL efforts in this area are fully satisfactory.

In addition to monitoring the group's contribution to overall LANL institutional performance as measured by Appendix F,

Table 4-I. Appendix F Measures to which FM Operations Contributes.

Area	Measure	Scope
ESH	1.2.c	Waste Minimization, Affirmative Procurement, Energy & Natural Resource Conservation
ESH	1.2.f	Injury/Illness Prevention
Facilities & Project Mgmt	4.1	Implement a Facility Management Program
Facilities & Project Mgmt	4.2	Management and Performance of LANL's Maintenance Program
Facilities & Project Mgmt	5.1	Avoid Unplanned Utility Outages
Facilities & Project	5.2	Effectively Manage Energy Use

Mgmt		
Facilities & Project Mgmt.	5.3	Manage Energy Use Against a Management Plan

senior leaders also tracks information gathered through participation in LANL institutional programs. Leaders review results from LANL's public opinion survey and also analyze information from the annual Employee Checkpoint Survey and Upward Appraisal.

Another major opportunity to gather customer feedback is focused around the annual renewal of facility landlord/tenant agreements. These agreements, required by LANL's ISM system, helps FWO-DF gather issues and concerns from building tenants. Through a series of meetings before the contract renewal date, these issues are reviewed, documented, and resolved.

FWO-DF also uses audits to gather input from customers. Audits usually are performed in triplicate. In preparation for an external audit, FM Operations will typically perform a preliminary self-assessment and also ask for an internal audit from LANL's Audits and Assessments Division. These internal audits provide preliminary data on opportunities for improvement and help FWO-DF more adequately evaluate and improve its performance. The final external audit then serves to validate what the group has already recognized through its preliminary assessments.

To evaluate the satisfaction of building tenants, FWO Division has established a quality team. The team is responsible for analyzing customer survey results and identifying trends. This information flows to FWO-DF for action as appropriate.

This year for the first time FWO-DF will receive impartial evaluation and feedback on

its environmental performance through participation in the New Mexico Green Zia Environmental Excellence Program. Project leaders will begin tracking this measure and will use identified opportunities for improvement as initiation points for remedial actions.

Leaders have also begun to gather baseline data on other aspects of the division's environmental performance.

- Division management recognizes that employee injuries and illness have a direct impact on productivity. Monitoring the effectiveness of management walkarounds also helps assure that managers are aware of and can correct potentially dangerous or unhealthy situations.
- Process changes save not only physical resources but also result in time and cost savings. FWO-DF monitors process performance and seeks savings in efficiency and effectiveness.
- FWO-DF has a rough estimate of sanitary waste created at LANL's Otowi Building. ESO is currently implementing more precise measurement techniques that will allow more accurate monitoring and tracking of the sanitary waste.
- Until recently there has been no way to directly measure actual energy savings at many facilities managed by FWO-DF. Metering changes may now allow a more direct measurement of energy consumption along with more accurate evaluation of improvement efforts.

5. Employee Involvement

Managers work with each employee to cooperatively prepare individual development programs—both short-term and long-term—on an annual basis as part of LANL's

Performance Management System. This system, which Figure 5-1 shows, requires organizations to establish objectives which support the organizational echelons above them. Objectives for each employee are then designed to ensure that the organizational objectives are met and that the employee has a clear view of how his or her work requirements contribute to the success of the entire organization. The Performance Management System ensures clear two-way communication during the goal-setting phase of the process and provides a focus for ongoing discussion about work objectives and processes. Specific goals include

- aligning individual expected results with institutional goals,
- identifying and assessing individual performance results/accomplishments,

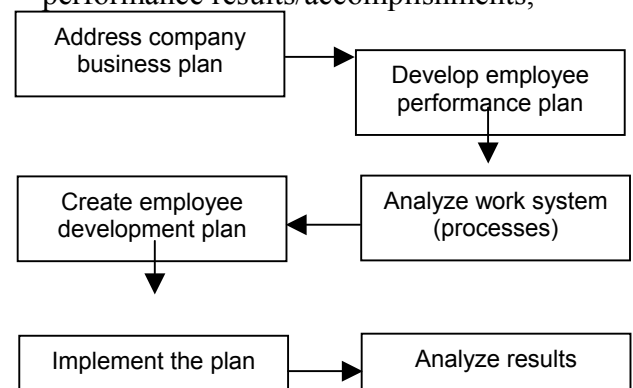


Figure 5-1. LANL's Performance Management System.

- evaluating performance of institutionally defined behaviors,
- describing how individuals helped to meet organizational objectives,
- linking performance to rewards or consequences,
- designing development plans to support improving performance in current jobs and/or increasing impact on the organization,

- enhancing employee/manager ownership of individual and organizational performance,
- improving two-way communication between supervisors and employees.

Once developmental goals have been established, employees may participate in appropriate training offered by LANL or other organizations. LANL's ESH Division offers over forty courses related to environmental issues, from general safety training and first aid to courses on such specific topics and packaging and transporting hazardous materials. Training may be used to improve skills needed for current job performance or to develop new capabilities.

Training programs are a key component to assuring actions by workers that reflect integrated plans. Training generalists from LANL's HR Division work with managers and employees to identify specific training requirements for work being performed, establish appropriate programs, enhance quality, and assure continuity between all aspects of training. Training on standardized practices such as hazardous material management or emergency operations is conducted on a LANL-wide basis. Site- and task-specific training is also provided for FM Operations projects and facilities.

To assure an adequate safety envelope and compliance with laws and regulations, LANL facilities must produce several operations plans. These include

- facility management plans,
- configuration management plans,
- facility safety plans,
- quality assurance plans,
- emergency action plans,
- training program description and job analysis, and
- maintenance implementation plans.

The ISM system, with its associated work control system, also helps ensure worker safety. Figure 5-2 shows the five ISM steps.

Another new focus is participation in the New Mexico Green Zia Environmental Excellence Program and use of the Green Zia tools for environmental excellence. Submission of this award application is part of an ongoing effort to more effectively and systematically focus on environmental performance. Figure 5-3 shows how FWO-DF will achieve this goal and how the efforts will contribute to LANL success.



Figure 5-2. ISM's five steps.

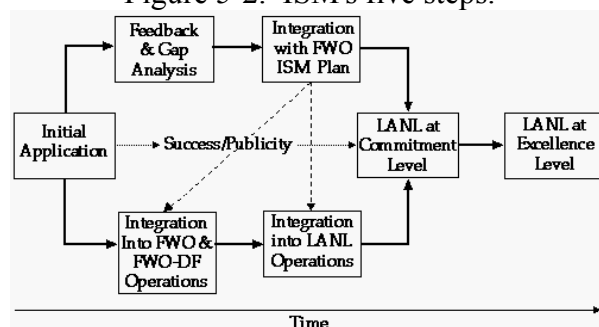


Figure 5-3. LANL's and FWO-DF's Green Zia plans.

To encourage communication, managers observe an open-door policy. Employees may also provide comments and observations at group meetings.

LANL's ESO has also established an electronic mechanism for soliciting employee input on pollution prevention. FWO-DF employees, as well as any LANL employee, can send comments, observations, or questions to wastenot@lanl.gov. The message will be routed to the environmental expert best able to respond, the sender will be notified of any proposed action, and ESO will track the issue to resolution.

LANL's major formal method for determining employee attitudes and the climate in the workplace, as well as for providing employees with a formal mechanism for feedback, is the annual Employee Checkpoint Survey, which has been used for the past five years. The survey contains standard types of questions in general categories including safety, productivity, and customer focus. A second major method is LANL's annual Upward Appraisal Program, which allows employees to provide direct feedback to managers regarding the supervisors' behavior and ability in areas such as environment, safety and health; communication; and accountability. Figure 5-4 shows the Upward Appraisal process.

Efforts to promote carpooling are an example of how FWO-DF and LANL in general encourage employees to minimize the environmental impact of their work duties on the local community. The LANL daily *Newsbulletin* maintains an electronic "Commuter's Corner" where prospective carpoolers can advertise or look for ride-sharing opportunities. Near the Otowi Building, LANL has established preferential parking for high-occupancy vehicles.

There are also incentives to encourage staff to work smarter and utilize innovative approaches to accomplish their work. The Pollution Prevention Awards Program, sponsored by LANL's ESO, is open to all LANL employees and subcontractors. It is designed to encourage individuals and teams to develop plans, programs, or ideas for minimizing waste; conserving water, electricity or natural gas; reducing air or water pollution; or procuring products with recycled content. Recipients of the awards receive recognition and a cash grant from specially allocated congressional funds.

The Los Alamos Awards Program, administered by LANL institutionally but tailored for application at the division or program level, provides a link between the organization's mission and those employees or teams that achieve significant accomplishments toward that mission. Managers use the program to recognize exceptional contributions and noteworthy achievements by awarding their employees, either individually or as teams, cash awards ranging from \$250 to \$2000.

As part of the larger LANL community, FWO-DF relies primarily on institutional programs to enhance employee support. LANL offers a comprehensive set of support initiatives along with feedback systems. Employees are encouraged to use all LANL services that are appropriate and relevant to their individual needs.

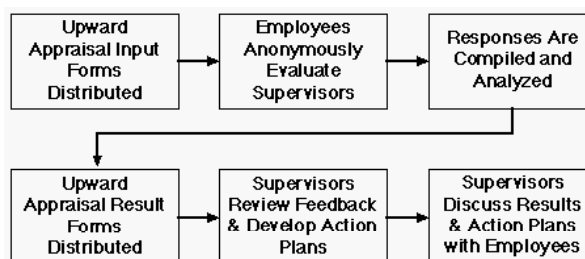


Figure 5-4. LANL's Upward Appraisal process.

To provide emotional support, LANL provides an Employee Assistance Program (EAP) whose main goal is to assist employees with personal problems that are affecting their job performance. The EAP also offers a wide variety of presentations and workshops on such topics as stress management, gender issues, conflict resolution, and smoking cessation. The EAP also makes available a collection of books, videos, and audio tapes on workplace issues. The program is available free of charge. Usually employees refer themselves; however, a supervisor can refer an employee if job performance has been identified as a problem.

For employees' physical well-being, LANL maintains a Wellness Center. The center offers equipment and specific areas for weight training and aerobic exercise in individual and group formats. Use of the center for individual exercise programs is offered free of charge. The center also provides, usually for a small fee, a wide variety of exercise and health programs including stress management, healthy eating, aerobics, yoga, and cardiovascular fitness. The center offers individual fitness evaluations for a nominal fee. The center monitors daily use numbers and has completed user satisfaction surveys along with participant evaluations.

Division employees may choose between two basic work schedules, a traditional 5 day/40 hour week or a new 9 day/80 hour schedule which allows employees every other Friday off. In addition, FWO-DF allows employees, with prior agreement of their managers, to use some flexibility in their regular work schedules to meet personal needs.

LANL provides employees and managers formal guidance on administrative reviews

and grievances. In addition to this formal support, the institution provides responses to informal queries as well as guidance to employees or management on relations in the workplace.. Specific support is available on such subjects as counseling, sexual harassment, violence in the workplace, and interpersonal skills.

An Ombuds Office, available to any individual in the workforce, provides services including addressing work-related issues, assisting employees in obtaining services, or expediting actions. The Ombuds Office also provides a Mediation Center—available to all members of the workforce—which provides a structured approach and environment to resolving issues between employees or between management and employees.

6. Process Management

FWO-DF has an internal desire to continuously improve operational performance. Informal operational assessments occur at the FWO Division level on a monthly basis, but leaders may also consider operation performance at any of the biweekly management meetings.

Leaders use the data described in Category 4—including data from customers, employees, and operational reviews and assessments—to evaluate performance of key processes. Customers, including both LANL employees and LANL managers, are intimately involved in process evaluations through their input to the various surveys and through contact during walkarounds with FWO-DF personnel. Both DOE and UC stakeholders are active participants in establishing performance expectations and in evaluating operational achievement through the Appendix F process (see Category 3). Use of Appendix F as a framework for process analysis and

comparative evaluations is a mature, seven-year-old system that has yielded significant improvement in most areas reviewed.

FWO-DF is using participation in the Otowi Building Green Zia pilot project (see Category 3) to focus on ways to reduce waste generation and resource consumption in division processes. In cooperation with other project participants, FWO-DF is identifying wastes generated and resources consumed, determining existing baseline performance information, setting priorities for potential areas for improvement, and then developing and implementing improvement action plans. The project is producing specific, measurable results for actions designed to reduce waste, to lower consumption of resources, and to increase operational efficiency.

In conducting its work, FWO-DF also relies on formality of operations to ensure work processes are functioning properly and to identify opportunities for improvement. Building managers, maintenance foremen, and others meet each Monday morning to create a "plan of the week." These meetings provide an overview of customer requirements, work planning, and resource requirements. In addition, FWO-DF uses a "plan of the day," which is a preparatory meeting in which facility managers and their staff review work to be performed that day. These meetings typically include a critique of work planning and previous work performed to identify opportunities for improvement, such as enhancing worker and/or tenant safety and minimizing environmental impacts.

Acronyms

BUS	Business Operations
DOE	Department of Energy
EAP	Employee Assistance Program
EPA	Environmental Protection Agency
ESH	Environment, Safety and Health
ESO	Environmental Stewardship Office
FWO	Facilities and Waste Operations
FWO-DF	FWO-Distributed Facilities
HR	Human Resources
ISM	Integrated Safety Management

LANL	Los Alamos National Laboratory
LBNL	Lawrence Berkeley National Laboratory
LLNL	Lawrence Livermore National Laboratory
NRC	Nuclear Regulatory Commission
OSHA	Occupational Safety and Health Administration
UC	University of California